



Civilian Services Acquisition Workshops

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What is a CSAW?

Civilian Services Acquisition Workshop (SAW):

A facilitated workshop built around a specific acquisition and its multi-functional integrated project team (IPT). The workshop walks the complete team through the performance-based acquisition (PBA) process from beginning to end.



Workshop Purpose:

Develop the mission, measurable objectives, performance requirements, measurable standards and performance-based strategies for an agency requirement and a roadmap to complete it.



CSAW Objectives:

- ❑ **Understand and Apply** the Performance-Based Acquisition (PBA) process and the Steps to PBA
- ❑ **Utilize** the tools, resources, techniques, innovations and best practices to successfully execute this requirement
- ❑ **Collaborate** as a team through facilitated activities to develop draft documentation for this requirements
- ❑ **Develop** a high-level roadmap for successful implementation of this performance-based acquisition
- ❑ **Gain** consensus on critical decisions and the path ahead



STEPS TO PERFORMANCE BASED ACQUISITION



STEP 1

Form the Team



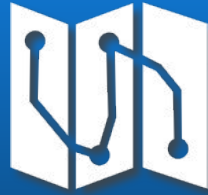
STEP 2

Identify Objectives



STEP 3

Market Research



STEP 4

Develop Work Statement



STEP 5

Define Measures



STEP 6

Source Selection



STEP 7

Manage Performance



STEP 8

Complete Closeout

PURPOSE:

Establish the team and conduct high-level project planning.

PURPOSE:

Identify why we're doing this in the first place and what are the high-level objectives (HLO).

PURPOSE:

A team approach to market research using available tools and innovative resources.

PURPOSE:

Well-written requirements statements and identifying the appropriate work statement type.

PURPOSE:

What constitutes successful performance and how does the team measure this?

PURPOSE:

Review options for evaluation criteria and think through the source selection process.

PURPOSE:

Managing the contract to ensure performance objectives are met.

PURPOSE:

Considerations for closing out the contract and concluding the project.

POTENTIAL OUTPUTS:

- Project Vision, Mission & Team Success Factors
- Stakeholder ID & Analysis
- High-Level Communications Plan
- High-Level Risk ID
- Project Charter

POTENTIAL OUTPUTS:

- Review/analyze current approach
- Tie project into Agency Mission / Strategy
- Establish High-Level Objective

POTENTIAL OUTPUTS:

- ID Market Research Topics / Questions
- Team market research assignments
- Draft MR document
- Draft IPT Master Schedule

POTENTIAL OUTPUTS:

- Draft Performance Requirements Statements
- Draft Work Statement Template Selection
- ID Solicitation Requirements

POTENTIAL OUTPUTS:

- Develop performance standards and possible incentives
- Review acquisition strategy alternatives

POTENTIAL OUTPUTS:

- Explore innovative source selection approaches
- ID Tech Eval criteria

POTENTIAL OUTPUTS:

- Draft Risk Management Plan
- QASP vs. QAP
- Performance tracking approach
- Roles & Responsibilities
- Change & Transition Management

POTENTIAL OUTPUTS:

- Lessons Learned
- Celebrate Success
- Document in CPARs



Program Update

ACCOMPLISHMENTS

- 22 successful CSAWs for customer agencies
 - 2 CSAWs in FY20
 - 11 CSAWs in FY21
 - 10 CSAWs to-date in FY22
- \$3B in affected services spend
- Over 11,000 CLPs issued related to performance based acquisition in FY21
- Over 13,500 CLPs issued (to-date) related to performance based acquisition in FY22
- NEW CSAW Facilitator and Co-Facilitator Certifications





**Good Fit for a
CSAW**

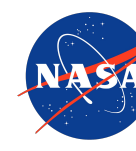
Good Fit Customer Requirements

- Preponderance is a **SERVICES** requirement
- Full commitment from Agency Leadership + Contracting Office & Program Office
- Total Lifecycle Value **\geq \$25M** (or requirement is significantly complex)
 - *Average total lifecycle value of previous requirements is appx. \$100-200M*
- Workshop is **most** effective for acquisition teams that have sufficient lead time (18 months to 2 years)

Who Should Attend

- ☐ Program / Project Manager (PM) - **MUST ATTEND**
- ☐ Contracting Officer (CO) and Specialist (CS) - **MUST ATTEND**
- ☐ Contracting Officer's Representative (COR) - **MUST ATTEND**
- ☐ Customer Representatives (Requirements Owners / Key-Users) - **MUST ATTEND**
- ☐ Technical Representatives / SMEs - **MUST ATTEND**
- ☐ External Support (ex. Assisted Acquisition Support, or external SMEs) - **SHOULD ATTEND**
- ☐ Small business representative(s) - **SHOULD ATTEND**
- ☐ **OPTIONAL: IT Support** (ex. Enterprise Architect, ISSM, ISSO, System/Product Owner) - **SHOULD ATTEND FOR IT REQs**
- ☐ **OPTIONAL: Oversight/Management Personnel Representatives** (ex. Quality Assurance Specialist, Inspector) - **MAY ATTEND**
- ☐ **OPTIONAL: Budget / Finance Office Representative** (when needed – cost type or fixed price incentive contracts) - **MAY ATTEND**
- ☐ **OPTIONAL: Legal Counsel** (if there are known legal complexities requiring significant input and participation) - **GENERALLY DON'T ATTEND, BUT ARE ENGAGED**





Program Update

- Requirement Categories: *Professional Services, Information Technology, Facilities & Construction, Medical, Transportation & Logistics, Environmental*
- Now offering these services:
 - 5-day workshop (for most teams)
 - 4-day condensed workshop
 - 3-day abridged workshop (requires prerequisite of 1.5 hour PBA training)
 - 1.5 hour training session on “Understanding Performance Based Acquisition; *The ABCs of SOWs, PWSs, and SOOs.*”
 - great for agency communities of practice or program/acquisition offices
- Working with a couple of agencies to help them establish internal CSAW Facilitation programs



CSAW Benefits

Benefits

What happens in a CSAW?	Resulting in...
Workshops bring the right team of people together based on pre-workshop engagement with executive sponsor(s) and project manager	Reduced lead times and better team dynamics
The highly structured, facilitated workshop is built around the specific needs of the team while walking them through all the steps in the <u>PBA process</u>	Greater participation and accelerated team performance
Teams collaborate to develop the mission, vision, high-level objectives, and team success factors	Clarity of purpose that is shared among all members
Teams identify market research needs, high-level risks, key stakeholders, and a high-level communications strategy	Better overall project management
Teams will identify and refine performance requirements with associated performance standards, AQLs, and quality assurance approach	Better performance outcomes
Teams work together on each step in the PBA process and document the additional actions that will need to be taken after the workshop to complete each step	A high-level roadmap for working together to accomplish the project
Throughout the workshop, teams will gain consensus on their work products and path ahead	Increased stakeholder buy-in the end product

Participant Survey Results*

91% Agree or Strongly Agree that they accomplished Workshop Purpose

92% Agree or Strongly Agree that they met all 5 Workshop Objectives

"[The facilitators] explained a step then sent us to breakout groups to actually apply the tool(s) to get started on the particular task/step. We then came back together for constructive critiques and refinements to make the work that we did better."

"The facilitator was absolutely amazing. I was extremely impressed at how he was able to keep the entire team engaged throughout the week long workshop, especially in a virtual environment."

Appropriate to Project Needs	Logically Organized	Positive Virtual Experience	Effective Facilitated Activities
Agree	Strongly Agree	Agree	Strongly Agree
Useful Materials Provided	Will Result in Better Outcomes	Accelerated Team Performance	Conducted Early Enough to Help
Strongly Agree	Strongly Agree	Strongly Agree	Slightly Agree
Effective Facilitation of Process	Facilitators Helped Understand Steps to PBA	Facilitators Encouraged Participation	
Strongly Agree	Strongly Agree	Strongly Agree	
Facilitators Responsive to Needs & Questions	Facilitators Engaging Energy & Enthusiasm	Helped Reach Consensus	
Strongly Agree	Strongly Agree	Strongly Agree	

"What I liked best was the flow of instruction and how one aspect builds upon the other. I also appreciate having facilitators so the group maintains focus and avoids going off in tangents."

"I think that having an outside facilitator made it really easy to work together amongst the offices. We were able to speak openly but respectfully and work on things that needed improvement. We also learned a lot of things that we will all be able to take back to our offices and utilize for future requirements."

* Includes 173 participants from 14 workshops

Other Benefits

- Issued 40 CLPs to each participant
- Promoted CM principles, acquisition innovations, and market research tools
- As facilitated requirements development workshop, CSAWs are tool to achieve PALT
- Reduced agency administrative costs (travel) due to effective virtual delivery approach
- GSA is currently offering CSAWs at NO COST

Q&A / Contact



Jonathan Evans

CSAW Program Manager & Senior Facilitator

Office of Professional Services & Human Capital Categories

GSA Federal Acquisition Service

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CSAW Program - Our Vision, Mission, & Goals

VISION:

Making excellence in performance-based acquisition attainable, understandable, and applied across government

MISSION:

To continuously develop exceptional talent and tools that facilitate performance-based acquisition excellence and innovation. We are reimagining acquisition in ways that produce better performance outcomes and save taxpayer dollars.

Goals:

1. **For Program Impact**, we will generate demand through effective marketing, developing a reputation of excellence, matching resources to the demand, and leading CSAWs government-wide
2. **For Talent Excellence**, we will recruit, train, and certify an inter-agency facilitation network to deliver effective workshops
3. **For Operational Excellence**, we will be flexible, adaptable and agile in delivering high quality services to meet established program performance metrics
4. **For Tools and Resources**, we will create, curate and facilitate easy-to-access applications, trainings, consultation, and workshops to support our customers' acquisitions.
5. **For Innovation**, we will be recognized as a government-wide leader in Performance Based Acquisition by continuously iterating and evolving our service offerings and innovative practices.
6. **For Impact on Acquisitions**, we will provide high quality workshop methodologies that accelerate team performance and lead to better performance-based outcomes.

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Benefits

- Reduced lead times and better team dynamics
- Clarity of purpose that is shared among all members
- Better overall project management
- Better performance outcomes
- Increased stakeholder buy-in the end product
- Each participant receives **40 CLPs**
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